

Concordia University
Council of the John Molson School of Business
Minutes of the meeting held
November 4, 2005

- Present: J. Tomberlin (Chair)
J. Ahmad (Econ.), M. Aleem (CASA), K. Argheyd (Mana.), M. Armanious (CASA),
M. Bergier (Mktg.), H. Bhabra (MBA), S. Brutus (Mana.), T. Correa (CASA), I. Dostaler
(Mana.), A. Fagnoli (Reg.), J. Freed (Fina.), S. K. Goyal (DS&MIS), A. Harland (Lib.),
A. B. Ibrahim (Assoc. Dean), M. Islam (Acco.), G. Kanaan (Assoc. Dean), J. Kellett
(CGSA), D. Kira (DS&MIS), T. Lituchy (Mana.), E. Lobo (CGSA), M. Magnan (Assoc.
Dean), I. Rakita (Fina.), P. Renaud (CASA), S. Robinson (Acco.), M. Sharma (DS&MIS)
J. St-Germain (CASA), R. Vahidov, (DS&MIS), L. Wong (Staff), J. Zimmerman
(CASA)
- Guests: J. Allison (News Concordia), D. Carosielli (Reg.), D. Doreen (ICAMER), K. Fiddler
(Staff), A. Hochstein (GIIM), A. Root (Reg.) K. Sakell (SGS)
- Absent with
Regret: A. Ahmad (Fina.), S. Betton (Fina.), B. Campbell (Econ.), S. Danaie (Facilities),
B. Desai (Comp.Sci.), C. Draimin (Acco.), M. Genova (Staff), S. Ghani (CASA),
R. Knitter (Mana.), C. Lajeunesse (Pres.), S. Leblanc (CASA), J. Lim (Mktg.),
M. Mulrennan (SGS), S. Mustafa (Acco.), F. Nebebe (DS&MIS), J. Riven (Mana.),
C. A. Ross (Mktg.), M. Sharma (DS&MIS), M. Singer (Provost & VP)

I Call to Order

The meeting was called to order at 9:30.

III Open Meeting

IV Approval of Agenda - JMSB-2005-07A

*It was moved by M. Bergier and seconded by J. St-Germain that Council approve the agenda.
The motion was carried unanimously.*

V Approval of the Minutes - JMSB-2005-06M

*It was moved by M. Bergier and seconded by T. Lituchy that Council approve the minutes of the meeting held October 7, 2005.
The motion was carried unanimously.*

VI Chair's Report and Question Period (*maximum 15 minutes*)

J. Tomberlin encouraged faculty members to attend Convocation on Monday, December 5 at Place des Arts and the Awards of Distinction ceremony on Monday, November 21 at the Canadian Centre for Architecture. Commenting on his pleasurable experience at the recent CEMA Networking Cocktail, he urged faculty members to participate and support our students at networking and other events hosted by JMSB student associations

J. Tomberlin reported the great success of the EMBA 20th Anniversary celebration attended by approximately 250 people with significant alumni representation from each graduating class. He congratulated students Steven Bento, Christian Bonneau, Elissa Morrisette and Ian Selvarajah who not only placed first at the eleventh edition of the International Business Challenge held by the University of Texas but also won the Students Choice Award. The team competed against the best international schools including Harvard, Hong Kong University of Science and Technology, University of California, Berkeley, Babson, University of Washington, Georgetown, and Case Western.

J. Tomberlin remarked that the President's speech at the installation ceremony included hopeful information for the new JMSB building.

VII Elections

Anne Beaudry, Assistant Professor, DS&MIS Department, was elected by acclamation to represent the JMSB on the Graduate Awards Committee for a three-year term effective September 2005 through June 2008 replacing R. Vahidov.

VIII Business Arising from Previous Meeting

IX Report: Graduate Programs, Research and Program Evaluation

- (i) Undergraduate curriculum revisions - JMSB-2005-07A-02
G. Kanaan highlighted the rationales for the six revisions.

It was moved by G. Kanaan and seconded by B. Ibrahim that Council approve the undergraduate curriculum revisions as presented in document JMSB-2005-07A-02.

The motion was carried unanimously.

- (ii) Graduate curriculum revisions
MBA curriculum revisions – JMSB-2005-07A-03

H. Bhabra highlighted the revisions and corresponding rationales and thanked his colleagues for their assistance with the curriculum review.

It was moved by B. Ibrahim and seconded by S. Goyal that Council approve the MBA curriculum revisions as presented in document JMSB-2005-07A-03.

It was pointed out that that the specialization in Investment Management could be confused with the Goodman Institute of Investment Management by the donor and the public.

It was moved by I. Rakita and seconded by M. Magnan that the motion be amended to change the Investment Management specialization to the Investment Finance specialization.
The mover and seconder agreed to the amendment.

H. Bhabra confirmed that the new specializations replace existing concentrations in the calendar nevertheless students can still take seven electives in the current concentrations. Since specializations and concentrations are not recognized on student transcripts and diplomas, students are issued letters of attestation regarding the concentration or specialization. In reply to a question about prerequisite courses for the research paper, H. Bhabra advised that the demand for the research option was no longer sufficient to continue the methodology courses offered in the past when the research paper was mandatory. Students are directed to research methodology courses offered elsewhere.

H. Bhabra was asked why the specializations were not industry and market specific, how the fast track MBA with a GPA requirement of 3.3 and GMAT of 620 would attract Francophones, and how the Co-op program would handle international students who don't speak French and in some cases, struggle to speak English. H. Bhabra advised that the selection was made based on market trends and demands, on available resources and strengths in the JMSB, and on the belief that a more generic approach to business would be more attractive and useful to students in establishing their careers. He agreed that the emphasis on the GMAT score was a concern noting that while it remains a significant component in the admission decision, the candidate's overall profile is considered. He advised that the GMAT scores of Francophones who had applied to the program had been comparable to other students and he welcomed input on how to better market the program to Francophones. As to the concern that all students in the Co-op program be bilingual, he advised that the Director of the Co-op Institute did not consider it a problem. It was commented that the specializations make it difficult to define the flavor, the skills and strengths of the program that would help students get managerial positions. It was pointed out that the specializations reflect trends that put the JMSB in the forefront of management education and noted that specializations can be revised at any time to keep pace with evolving trends.

It was opined that the GMAT is an American mechanism that is an indicator of how well one can write the test and not an indicator of a student's potential to become a good manager. The requirement of a GMAT score of 620 was opposed particularly in the case of the accelerated MBA programs for Commerce graduates. It was clarified that the requirement does not appear in the calendar submission to be approved by Council, only in the narrative that accompanies the calendar submission. The concern about the GMAT requirement was shared by other members of Council however it was emphasized that it is only one element in the MBA program along with the GPA and work experience. It was noted that all English universities in North America require the GMAT.

Concern was expressed about the viability of having enough students to offer the specialization courses and the feasibility of students completing the MBA in twelve months. It was commented that the specializations blur the image of the MBA program and that staffing the Co-op Program may be difficult. It was suggested that industry specific specializations be considered in the future.

H. Bhabra confirmed that the MBA Admissions committee now met frequently due to the new revolving admissions policy. With regard to an objection to the two-year work experience requirement, he advised that it has been in effect for several years and has allowed professors to teach at a higher level.

The fast-track option was commended but the feasibility of taking fifteen courses in twelve months was questioned. Inasmuch as the specializations are not included on the diploma, the purpose of having specializations was questioned. It was recommended that the GMAT requirement be eliminated from the document because there is so much controversy about its usefulness. The GPA and work experience would be the best indicators of potential success in the program. H. Bhabra explained that students obtain a MBA degree which is a general management degree, a specialization in corporate governance may not be marketable twenty years from now. In defense of the GMAT, H. Bhabra pointed out that it was often the only common denominator for students coming from educational institutions all over the world with different grading systems. With regard to the fast track MBAH. Bhabra advised that several MBA students have taken six courses during the fall/winter terms and three during the summer without negatively affecting their GPAs.

It was reported that the committee chose cross functional specializations rather than industry specific specializations because industry specific specializations are very political, serve the industries rather than the students, and do not correspond with the strengths of the JMSB faculty. The goal of the MBA program is to ensure that students have core knowledge and versatile skills that will lead them to career opportunities in management.

It was also reported that MBA students appreciate the committee's effort to identify relevant specializations that will prepare them to become leaders in a cross functional environment.

With the regard to the GMAT, it was commented that it was a test of logic and high school mathematics. It was noted that graduate students support higher admission standards as well as greater flexibility to identify future leaders who will make a positive contribution to classes. It was stated that the GMAT was an American test that was suicidal in Quebec where we need to attract Francophone students. It was suggested that all students educated in Quebec be exempt from the GMAT.

It was stated that the JMSB can not deliver the accelerated program because students can not take 45 credits in twelve months.

It was moved by S. Goyal that the motion be further amended to delete the first paragraph of page five and in the second paragraph of page five, to change the duration of the accelerated MBA program from twelve months to three academic terms.

There was no seconder for the amendment.

H. Bhabra advised that the calendar does not and will not mention the GMAT requirement, the minimum GPA of 3.3 does appear in the calendar to send the message that the program is designed for competitive students only. With regard to the accelerated program, it was pointed out that a few years ago the minimum course load was five per semester. It is an intensive program like the HEC 45-credit program that can be completed in twelve months.

With all due respect for the concerns expressed, it was pointed out that the committee's recommendations had been approved by the departments, the Faculty Academic Programs Committee, the Graduate Curriculum Committee and the Academic Programs Committee. Council members were urged to help the Program Director make the revisions that would help the program compete in a fierce market. If the motion were defeated it would mean another six months of work to develop another approach to improving the quality and marketability of the MBA Program. The support of the MBA students for the accelerated programs, the admission standards, and the establishment of the MBA co-op program was noted.

The motion was carried as amended (28 in favor, 1 opposed, 0 abstentions)

Ph.D. curriculum revision – JMSB-2005-07A-04

It was moved by B. Ibrahim and seconded by P. Renaud that Council approve the Ph.D. curriculum revision as described in document, JMSB-2005-07A-04.

The motion was carried unanimously.

B. Ibrahim thanked the members of the curriculum committees for all their work with special thanks to K. Fiddler who plays a critical role in the process.

- X Report: Administrative Affairs and Human Resources
There was no report.
- XI Standing Report on the status of the new JMSB building
- XII CGSA Report – JMSB-2005-07A-05
The report was received. J. Kellett introduced E. Lobo, VP Events, and highlighted the report.
- XIII Staff Report
There was no report.
- XIV Report: External Affairs and Executive Programs
M. Magnan reported that the meeting with the Career Placement Centre (CPC) will take place next week and advised that a university web-design project has been initiated by John Parisella. Faculty and staff will be contacted for their input on the JMSB web site. The university is also involved in a branding exercise that may ultimately have implications for the JMSB in terms of projecting a unified image.
- XV Report: Undergraduate Programs, Academic and Student Affairs
 - (i) Guideline for Inclusion in the Dean's List – JMSB-2005-07A-06
G. Kanaan explained that the purpose of the revision is to include Co-op students in the eligibility criteria.

It was moved by G. Kanaan and seconded by M. Sharma that Council approve the guideline for inclusion in the Dean's list as described in document JMSB-2005-07A-06.
The motion was carried unanimously.
- XVI Reports from School Representatives on University Committees
There were no reports from the following committees:

- (i) University Senate
- (ii) Arts and Science Faculty Council
- (iii) Senate Academic Planning and Priorities
- (iv) Senate Academic Programs Committee
- (v) Senate Research Committee
- (vi) University Library Committee
- (viii) Board of Governors
- (ix) Council of the School of Graduate Studies
- vii) Undergraduate Scholarships and Awards Sub-committee

M. Sharma reported that a portion of the scholarships were awarded last evening event and the balance will be awarded at a breakfast event on November 15th.

XVII CASA Report – JMSB-2005-07A-07

The report was received. J. St-Germaine reported that because of the students' success at the University of Texas, the JMSB has been invited to compete in the prestigious case competition of the University of Southern California. She advised that on the same weekend JMSB placed third at the University of Ottawa's stock simulation competition, Aleem Mohammed, CASA treasurer, came sixth out of over three hundred students. Members of Council applauded the achievement of the students.

CASA students had breakfast with President Lajeunesse who seemed receptive to students' needs and recognized that active student associations attract new students. She thanked faculty members who have taken the time to coach the student and asked faculty interested in participating to get in touch with her. With regard to the case competition in operations management, she advised that it was eliminated because there were a number of schools that did not offer a major or did not have faculty coaches.

XVIII New Business

There was no new business.

XIX Other Business

- (i) Goodman Institute of Investment Management Annual Report - JMSB-2005-07A-08
It was moved by M. Sharma and seconded by D. Peltier-Rivest that Council grant speaking privileges to A. Hochstein, Director, Goodman Institute of Investment Management. The motion was carried unanimously.

The report was received. A. Hochstein noted a revision on page 1, the projected number of students for 2006 should read 69 rather than 60 due to the student success rate to date. With regard to the budget, he noted the reduced deficit and advised there were sufficient funds to run the program for another year with no burden on the JMSB. A meeting with N. Goodman, the benefactor, is being scheduled to discuss future funding. With regard to the China program, he advised that there are three students in level II this year as a result of last year's entry in China, the students who did their first year in Beijing are now in Montreal. Discussions are taking place with the Shanghai University of Finance and Economics for students to enter in September 2006. In addition, he has already met with representatives from a university in London who are eager to become involved with the program. He further reported that the CFA institute will soon be announcing that the Goodman CFA program is the first among twenty programs worldwide to have a CFA preferred status. With regard to improvements in the program, he advised that curriculum

changes will soon be presented to Faculty Council that would bring some of the electives into the core to ensure increased attendance in these costly sections. In closing he thanked the Dean for his support, B. Ibrahim for his curriculum advice, P. Kelley, L. Wong, M. Skykoff, K. Fiddler, and M. Sharma for their efforts on behalf of the program.

In response to a concern that the projected expenses of \$1,228,000 may create a financial burden on the JMSB, A. Hochstein advised that the projected revenues of \$928,000 were actual and the projected expenses were over estimated. Errors in the variance column were pointed out. In response to a question about the high drop out rate, he advised that it was due to the extraordinary failure rate in the CFA program.

- (ii) Entrepreneurship Institute for the Development of Minority Communities (EIDMC)
Annual Report - JMSB-2005-07A-09
The report was received.

It was moved by M. Sharma and seconded by B. Ibrahim that Faculty Council grant speaking privileges to C. Bayne, Director of the Entrepreneurship Institute for the Development of Minority Communities. The motion was carried unanimously.

C. Bayne stated that the program was not intended to be a revenue generating program but giving- back program. The purpose of the program is to assist disadvantaged minority communities by enabling them to find self-employment by establishing small businesses. Due to significant government funding for the Cree community to finance the programs delivered by the JMSB, the program generated approximately \$2M in revenues for the Faculty and approximately \$500,000 for faculty teaching in the programs over the past ten years. He stated that it was difficult to reflect the value of the social capital developed in the Cree and the black communities and, the South Asian and the Inuit communities that are now being developed. The program is an asset to the Concordia community as demonstrated two years ago when *Corporate Knights* recognized the program's contribution to the black community in ranking it among twelve star programs for social improvements in Canada.

- (iii) International Center for Aviation Management Education and Research
(ICAMER) Annual Report - JMSB-2005-07A-10
The report was received.

It was moved by M. Sharma and seconded by J. St-Germain that Faculty Council grant speaking privileges to D. Doreen, Director of the International Center for Aviation Management Education and Research. The motion was carried unanimously.

D. Doreen highlighted the report. He advised that the ICAO and Airport Council International partnerships were the result of a Quebec government grant of \$650,000 to develop a management training program based on the successful GAMBA distance format and an investment by each partner in a five-year ongoing commitment. The success of the AMBA program and the ICAO partnership have put Concordia's name on the map worldwide. He noted that BUAA, one of the top ten universities in China, recognizes Concordia as the world leader in aviation management and emphasized the profitability of the agreement that returns \$9,000 to ICAMER for each professor who

teaches in China. It is expected that negotiations with MITRE for security programs funded by the federal government will soon be concluded. It was pointed out that the Appraisal Report of AMBA program including ICAMER activities would soon be discussed at Council to determine the future of the programs. Some concern was expressed about the academic control with the use of external instructors affiliated with executive education and the possibility that these activities dilute the Concordia brand.

XX Adjournment

It was moved by M. Sharma and seconded by S. Goyal that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 12:35 p.m.

XXI Next meeting

The next regular meeting of Faculty Council will take place on Friday, December 2, 2005, in room GM302.

